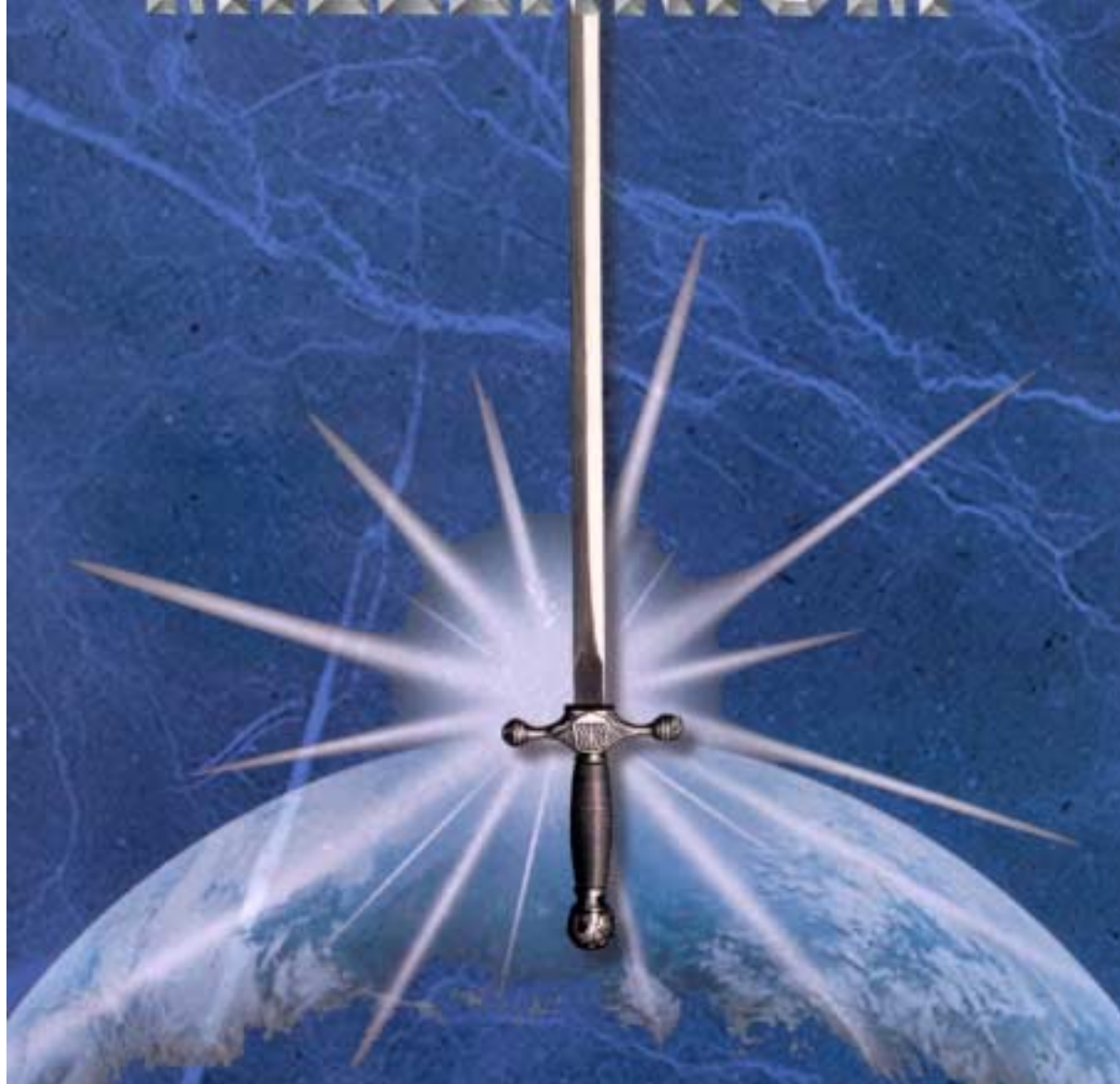


UNITED STATES AIR FORCE ACADEMY

# INTO THE NEW MILLENNIUM





## ***United States Air Force Academy Vision Statement***

*"The world's premier developer of aerospace officers...  
leaders with impeccable character and essential knowledge...  
prepared and motivated to lead our Air Force and nation."*

## FOREWORD

The new millennium is met with enthusiasm and anticipation concerning what the future holds for our great nation. For the United States Air Force Academy, the century mark is the perfect opportunity to reflect on our first fifty years and to chart an exciting course for the 21st century.

Nowhere, except at our nation's military academies, is such concerted effort focused on developing leadership and character in young men and women. And nowhere but the United States Air Force Academy are these future leaders provided the awareness and appreciation for the aerospace domain. Our graduates will continue to provide the Air Force and our nation the leadership to meet the challenges of the future. This document is our vision for that future.

Our planning framework was designed to capture the expertise and ensure the involvement of each mission area. We also created a planning environment that fosters a truly institutionalized view.

Our new mission and vision statements capture the essence of the Academy's purpose and our hopes for the future. The thoughts, assumptions, and strategic goals that fill the rest of these pages represent months of discussion, research, and dreaming on the part of many who care about the United States Air Force Academy's future and, more importantly, care about the quality of leaders this institution shapes for our nation.



## INTRODUCTION

The United States Air Force Academy's strategic vision is our shared view of this institution's place in the nation's future. This document describes our mission, significant challenges, the five distinct components or vectors of our mission, and our expectations for the future. Together these form the United States Air Force Academy's vision for the new millennium.



We begin with our mission statement which establishes our purpose by characterizing our product: aerospace professionals. It states in broad and bold terms the desired outcome for our graduates and leads us to specific attributes of what we believe constitute the warrior ethos and therefore must be instilled in every graduate. These ten graduate characteristics were developed in response to the future environment portrayed in the President's National Security Strategy, Joint Vision 2020, and the Air Force's Vision 2020. These documents collectively suggest demands which will be placed upon our graduates in the coming years.

These include:

*Forthright Integrity*

*Selfless*

*Decisive*

*Disciplined*

*Respect for human dignity*

*Team mentality*

*Adaptive intellect*

*Global perspective*

*Effective communicator*

*Technologically proficient*

The second element of this document earmarks the most significant challenges, both internal and external, that the Academy must consider to accomplish its mission and realize its vision.

Next, we focus on our planning architecture, taking a unique look at the Academy's mission and challenges. Rather than by functional area, we instead look at the primary components forming the basis of the Academy's mission. We called these components "Vectors," and they include Core Programs, Capstone of Excellence Programs, Human Resources, Infrastructure and Land Use, and Partnerships. These five Vectors provide the framework the Academy will use to explore ways to reach our vision. Although the Vectors are integrated, the first two relate most directly to our vision of being the world's premier developer of aerospace officers; the latter three focus on how we will achieve and sustain that vision. Strategic goals, stated at the conclusion of each Vector's discussion, must be met for the Academy to succeed today and tomorrow.

We conclude with our vision statement. It describes our aspirations for the future-the defense needs of our nation, the educational needs of cadets, and the changes in the Air Force Academy's operating environment-an important first step towards developing a comprehensive strategic plan to turn this vision into reality.



## USAFA MISSION STATEMENT

*"Inspire and develop outstanding young men and women to become Air Force officers with knowledge, character, and discipline; motivated to lead the world's greatest aerospace force in service to the nation."*

Cadets of today, the officers of tomorrow, will need to perform in an environment full of complexities and challenges to their leadership—leadership not only for their Air Force career, but also to serve the nation for a lifetime. Following are graduate characteristics that embody our mission. Their development represents the highest overarching goal of the Academy. These characteristics were developed from Joint Vision 2020 and the Air Force's Vision 2020, and link directly to the Air Force Core Values: Integrity First, Service Before Self, and Excellence in All We Do. It is important to emphasize that these characteristics comprise what we believe constitute the 21st century warrior ethos and together define what is expected from a member of the profession of arms. All the Academy's resources, plus the contributions of our partners, focus on producing warrior leaders with the following attributes:

- ***Forthright Integrity***

Accepts responsibility—does the right thing regardless of personal advantage.

Avoids blaming others for unpopular guidance or feedback (never passes the buck).

- ***Selfless***

Displays the highest loyalty to the principles reflected in the Constitution, then to the profession of arms, then to the mission, and lastly to self.

Resists the tendency to focus on self-serving desires; does not take advantage of situations for personal pleasure, gain or safety at the expense of the unit or mission.

Committed to duty, responsible to others. Understands, and embraces the highest ideals embodied in the warrior ethos.

- ***Decisive***

Regularly makes timely and resolute decisions.

Communicates beliefs about the best way to achieve mission accomplishment and support superiors.

Does not allow self-serving desires to influence decisions supporting mission accomplishment.

Does not wait to find out what the boss wants to hear before giving advice.



- ***Disciplined (Physical and Mental Stamina)***

Invariably does what is right regardless of personal or professional consequences.

Warrior minded—possesses the mental toughness and discipline vested in our oath of obligation “to protect and defend the Constitution of the United States against all enemies foreign and domestic.”

Enthusiastically seeks to attain the highest level of physical, mental, and spiritual competence.

Sets an example of self-discipline that motivates others and seeks to raise standards.

- ***Respect for Human Dignity***

Continually values individual differences of nationality, race, gender, age, ethnicity, and religion.

Consistently acts in ways which support and encourage others to develop to their fullest potential.

- ***Team Mentality***

Possesses an overwhelming desire to win—not for one’s self but for the nation.

Inspires people to work together toward common goals.

Solicits advice, input and ideas from others prior to forming personal opinions.

Accepts criticism as a basis for improvement.

Consistently performs beyond requirements.

- ***Adaptive Intellect***

Maintains a breadth of knowledge; is quick to adapt to complex, changing environments.

More than knowing mere facts; is competent in solving ill-defined problems and in discerning key relationships among various aspects of problems.

Focuses on identifying root causes of problems that lead to lasting solutions.

Aware of technological, social, political, cultural, and economic complexities, both

international and domestic.

Sacrifices, rather than making claims of rank or personal privilege.

- ***Global Perspective***

Possesses an undergraduate level understanding of cross-cultural issues between the U.S. and our foreign allies.

Appreciates the value of foreign language, culture, and social mores.

Has an understanding of both multinational operations and associated cross-national issues.

- ***Effective Communicator***

Thinks clearly—main ideas and reasoning are consistently logical. Conclusion follows directly from the evidence presented.

Effective and persuasive communicator capable of utilizing appropriate format and medium for purpose and audience.

- ***Technologically Proficient***

Applies knowledge and skills to the unique tasks of the military profession.

Maintains proficiency in current communication and computer technologies.

Maintains awareness of the potential impact of rapidly proliferating commercial technologies on future military strategy and operations.

Develops a solid understanding of how space systems and technologies impact terrestrial operations and future Air Force war fighting capabilities.



# CHALLENGES

The future of the Air Force Academy is filled with opportunity. However, the challenges of the 21st century will be significant. Our graduates will operate in an environment marked by diverse missions and continued high operational tempo, all accomplished by a smaller, more efficient, and often joint force. The future will demand proficiency from young officers in rapidly emerging technologies and the ability to apply these technologies to the aerospace environment. Of the many issues expected to confront the Academy, the following have the greatest potential to impact our capability to perform the mission, and must be considered to maintain the high standards and recognized prestige of the Academy.

## ***Resources***

- To maintain fiscal health as requirements threaten to outpace appropriated support. This is aggravated by Title X restrictions that prevent direct fund-raising by the Academy
- To recruit and develop the best staff and faculty from a smaller Air Force
- To further integrate Air Force Reservists and Guard personnel as faculty and staff to model total force concept
- To remain current with information technology

## ***Recruitment***

- To respond effectively to changing demographics, preferences, and increasing competition for qualified candidates

## ***Cadet Development***

- To explore innovations in academic, athletic, military training, and character development.

## ***Transition to an Aerospace Force***

- To remain flexible and adaptable to meet the needs of a changing Air Force in a turbulent world.
- To provide meaningful operational space experiences to cadets on the same level as flying and

jump programs.

- To introduce the Expeditionary Aerospace Force concept to cadets through academics and hands-on experiences.

## ***Competitive Sourcing and Privatization***

- To seek improvements and innovation within the civil service structure
- To enhance contractual relations as contractor presence increases.

## ***Institutional Advancement***

- To convey the Academy's value to the American people and the Air Force

## ***Establish and Preserve Our Heritage***

- To encourage the belief that the Air Force Academy is the Air Force's Academy.
- To instill a sense of belonging and appreciation for the heritage of our Air Force.
- To protect the land and infrastructure.
- To maintain a warrior ethos.





Traditionally the Academy's mission has been viewed in terms of four key functions: athletic, military, academic, and character development. To provide our planning effort a decidedly institutional thrust, we developed five distinct planning areas. The term "Vector" was chosen to represent these areas and implies common direction and unity. The five Vectors comprise the spectrum of the overall Academy Mission. Focusing on these Vectors will enable the Academy to respond appropriately to the challenges of the 21st century, remaining the premier developer of aerospace officers.







*“The military training, academic, athletic, and character development programs required to graduate with a Bachelor of Science degree and be commissioned an Air Force officer and leader.”*

The Academy will continue its distinctive approach to education by striving to educate the whole person. Our program challenges young Americans in all facets of mind, body, and spirit. This comprehensive plan provides cadets a superior education and produces an adaptable officer able to excel in a wide variety of situations. The Core Programs make up the backbone of the Academy experience. These programs focus on the four distinct yet interdependent areas of academics, military training, athletics, and character development. Core Programs drive all other considerations—they are the working areas through which we produce leaders for our Air Force and nation. Each Core Program is unique in its effort to ensure superiority.

Academically, we will continue to strive to meet the educational requirements of our professional Air Force officer corps through an integrated curriculum of core, major, and elective courses. Our academic planning process must identify changes in different learning environments, as well as changes in Air Force needs, and assess their relevance to the Academy’s academic programs.

Military and leadership development begins as each cadet enters Basic Cadet Training and continues for four years through a variety of programs. Although officer and enlisted leadership of the Training Wing will continue to provide cadets necessary guidance and direction, perhaps even more important is the invaluable leadership development the cadet wing structure encourages. Every step of a cadet’s development, from learning to be an

assertive follower within the fourth class system to assuming increasingly responsible leadership roles as an upperclassman, plays a vital role in a cadet’s evolution. This environment must be preserved to ensure cadets never lose the responsibility—and accountability—to learn, teach, and practice leadership in a challenging, rigorous environment. The informal leadership “curriculum” the cadet wing structure provides is absolutely core to the Academy experience.

Airmanship opportunities, as well as involvement with operational Air Force units, will be essential for cadets to understand their role in an expeditionary aerospace force and other challenges of our 21st century aerospace force.





Our athletic programs must continue to provide all cadets a realistic leadership experience in a mentally and physically challenging environment through physical education, fitness training and testing, and intramural and intercollegiate athletic competition. The life skills these efforts provide our cadets are a valuable part of our integrated approach to a cadet's learning.

Character development programs endeavor to instill the essential linchpins of honor, integrity, and character as the centerpieces of a cadet's life. They encompass every part of a cadet's Academy experience and must be emphasized as we enter the new century. Everyone assigned to the Academy has a responsibility to cadet character development.

The Cadet Chapel, the Academy's architectural centerpiece, stands as an ever-present reminder of our country's and the Academy's commitment to religious freedom. Our Chaplain Service Team offers diverse opportunities for religious worship and spiritual growth, and plays a key role in fine-tuning cadet values. As the leaders and developers of our religious and spiritual programs, they work in concert with the Center for Character Development to provide a strong foundation to support the character and spiritual development of our future officers.

We believe the Academy's Center for Character Development will be the recognized model for other Air Force and national programs.

#### ***Core Programs Strategic Goals:***

- Sustain and enhance the Academy as the nation's exemplar educational and military leadership development institution.
- Produce outstanding young

men and women exceptionally prepared to join the profession of arms by refining character and officership development programs.

Enhance the Academy's airmanship and space programs to prepare cadets for their role as aerospace leaders.

- Develop cadet leadership characteristics through a rigorous athletic program that fosters teamwork, discipline, perseverance, self-confidence, emotional control, physical stamina, an ability to overcome adversity, and a highly competitive attitude.
- Establish the Academy as a national leader in character development.
- Ensure all cadets can develop personal values by offering opportunities to enhance their spiritual growth.
- Maintain standards and levels of institutional practices that exceed regional and national accreditation requirements.





CORE PROGRAMS	
The following concepts and programs represent current initiatives "core" to the Academy experience.	
<b><u>Academics</u></b> <ul style="list-style-type: none"> <li>* Curriculum Development</li> <li>* Core, Majors, and Electives</li> <li>* Academic Coursework</li> <li>* Research: Cadet, Faculty, Air Force</li> <li>* Program Accreditation</li> </ul>	<b><u>Athletic</u></b> <ul style="list-style-type: none"> <li>* Athletic Proficiency</li> <li>* Fitness Testing</li> <li>* Intramurals</li> <li>* Division 1 Intercollegiates</li> </ul>
<b><u>Military Training</u></b> <ul style="list-style-type: none"> <li>* Leadership/Followership Programs</li> <li>* Basic Cadet and Combat Survival Training</li> <li>* Professional Military Training/Testing</li> <li>* Global Engagement</li> <li>* Operation Air Force</li> <li>* Airmanship/Space Programs</li> </ul>	<b><u>Character and Spiritual Development</u></b> <ul style="list-style-type: none"> <li>* Honor Code &amp; Core Values Education</li> <li>* Human Relations Education</li> <li>* Character and Ethical Development</li> <li>* Free Exercise of Religion</li> <li>* Opportunities for Spiritual Growth</li> </ul>